

U.S. Department of  
Homeland Security

United States  
Coast Guard




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1650

MAR - 5 2003

## MEMORANDUM

From:   
J. L. Grenier, CAPT  
CGDONE (dcs)

Reply to: a  
Attn of: G. W. Stewart, CDR  
617-223-8167

To: COMDT (G-IPA)

Subj: CAPTAIN DAVID H. JARVIS AWARD NOMINATION

Ref: (a) My memo 5760 of 12 Feb 03

1. Because of the extension granted for nominations, enclosed is a nomination for LTJG Eric Matthies for the Jarvis Award. While LTJG Matthies has demonstrated outstanding leadership, my nomination of LTJG Woityra in reference (a) takes precedence over his nomination.

#

Enclosure:

U.S. Department of  
Homeland Security

United States  
Coast Guard

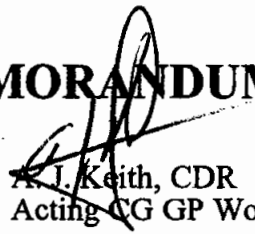


Commander  
United States Coast Guard  
Group Woods Hole

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Woods Hole, MA 02543-1099  
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1650  
4 Mar 2003

## MEMORANDUM

From:  A. J. Keith, CDR  
Acting CG GP Woods Hole

Reply to: A. J. Keith, CDR  
Attn of: (508) 457-3272

To: COMDT (G-IPA)  
Thru: CGD One (des)

Subj: CAPTAIN DAVID H. HARVIS AWARD NOMINATION

1. Forwarded for your consideration. This LTJG Matthies has my most ardent recommendation for receipt of this prestigious award.

#

Copy: CGC SANIBEL (WPB 1312)



1650  
3 March 2003

## MEMORANDUM

From: Patrick J. Mack, LT  
CGC SANIBEL (WPB-1312)

Reply to  
Attn of:

To: COMDT (G-IPA)  
Thru: (1) CG GP Woods Hole  
(2) CGD One (dcs)

Subj: CAPTAIN DAVID H. JARVIS AWARD NOMINATION

Ref: (a) ALCOAST 003/03, COMDT COGARD Washington DC 022125Z Jan 03  
(b) ALCOAST 085/03, COMDT COGARD Washington DC 191752Z Feb 03  
(c) Public Affairs Manual, COMDTINST 5728.2B

1. LTJG Eric Matthies, Executive Officer of the USCGC SANIBEL (WPB-1312), is an exceptional officer who exhibits rare leadership talent above and beyond that of his peer group. His leadership abilities have been the key to my unit's continuing success from the very day he stepped aboard. I have seen the personnel that comprise my crew exhibit dramatic changes in morale, dedication, performance, and commitment to the service. I have even noticed a marked change in my own leadership and management attitudes. I have also received feedback from his previous unit (USCGC LEGARE (WMEC-912)) in support of this nomination for dedication to service in CY 2002. I will be presenting information and examples from both units to support this nomination.

### 2. *Personal Background:*

1995: Received an Associate of Arts Degree in Architectural Design.  
1995: Entered the workforce as a Structural AutoCAD draftsman until 1999.  
1998: Received a Bachelor of Science Degree in Technology Education.  
1998: Taught at Lake Taylor Senior High School for the 1998 school year.  
1999: Attended Officer Candidate School (OCS).  
2000: Received his commission as Coast Guard Officer.  
Assigned as the Weapons Officer onboard USCGC LAGARE.  
2001: Exhibiting exceptional leadership abilities after just one year aboard, he was assigned to the First Lieutenant (1<sup>st</sup> LT) position in charge of the ship's Deck Department.  
2002: As a result of his exceptional leadership talents, he was administratively screened to partake in greater responsibility as a 110-foot patrol boat executive officer. In August 2002, he reported onboard USCGC SANIBEL (WPB-1312) as the Executive Officer where he currently leads a crew of 15 personnel.

### 3. *Empowerment:* According to Stephen R. Covey,

"When you have true alignment toward a common vision, a common mission, you begin to co-mission with those people. Individual purpose and mission are commingled with the mission of the organization. When these purposes overlap, great synergy is created. A fire is ignited within people that unleash their talents, ingenuity, and creativity to do whatever is necessary and consistent with the

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principles agreed upon to accomplish their common values, goals, and mission in serving customers and other stakeholders. This is what we mean by empowerment" (Hesselbein, Goldsmith, and Beckhard 153).

LTJG Matthies has succeeded in creating this type of synergy among SANIBEL's departmental cadre (Operations, Deck, and Engineering). He effectively empowers each one of them to accomplish their individual departmental tasks which he has ensured are in alignment with the command's goals and objectives. To illustrate, he meets regularly with his departmental cadre during the ship's inport maintenance periods to define new objectives that span shipboard maintenance, training, budget, and general shipboard and personnel administration. LTJG Matthies' understanding and use of empowerment theory has enabled his departmental cadre to put together in-depth prioritized plans of action and milestone work lists designed to meet current and future mission goals and objectives. He has allowed the departmental cadre team to work and accomplish their tasks without using micromanagement techniques that often hinder the progress and cohesiveness of many teams. Instead, he holds each of them accountable for the responsibilities and tasks they have been given. He follows up appropriately to ensure they are working towards unit vision, mission, and objectives accomplishment. William N. Plamondon, author of the article *Energy of Leadership*, validates the actions of LTJG Matthies with the statement, "instill in them the core values of the organization; give them a clear goal, accountability, and responsibility; and get out of their way. They can't be energized if they aren't given the leeway to make decisions and act without getting dozens of approvals first" (Hesselbein, Goldsmith, and Beckhard 278). Examples follow that demonstrate the results of how LTJG Matthies uses Plamondon's leadership theory.

- LTJG Matthies' leadership has resulted in the unit being able to meet every mission and objective set forth by our operational commanders. He has overseen the successful execution of over 22 law enforcement patrols, 4 Search and Rescue (SAR) cases, and 5 port safety and security patrols to include maritime escorts and a presidential security detail.
- Empowerment of his team has led to the completion of over 88% of commandant required shipboard drills and exercises. This has increased our unit's readiness in all aspects; from our ability to correctly respond to shipboard damage, to meeting the readiness and security postures demanded by our organization in the wake of the September 11, 2001 (9/11) terrorist attacks.
- Additionally, shipboard maintenance has dramatically improved. SANIBEL is going on 17 years of active service and requires extensive maintenance to keep her at optimal performance. LTJG Matthies empowered the engineering petty officer to bring the cutter up to fleet standards where it had previously fallen short. Through his leadership, many areas such as employing an effective preventative maintenance program, putting into place an active damage control maintenance program, holding and maintaining an accurate parts stockpile in accordance with class directives, and correcting many outstanding casualty items were all achieved in a remarkable 5 month period. LTJG Matthies' ability to empower a small group and guide them in the achievement of their goals as well as meeting unit goals has surpassed my expectations.

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4. ***Creation of Subordinate Leadership:*** The most valuable aspect of his ability to empower his departmental cadre has been the creation of subordinate leadership. According to Gifford Pinchot, author of the article *Creating Organizations with Many Leaders*, "delegation is the primary tool for creating opportunity for more leaders. The subordinate leaders accept the scope of their command and use leadership to accomplish the tasks given to them. If delegation is the norm, each leader can create subordinate leaders" (Hesselbein, Goldsmith, and Beckhard 26). LTJG Matthies has become very proficient at delegation and has delegated most tasks to his departmental cadre. He delegates award recognition (writing and development), initial patrol planning, drill and exercise development, budget reconciliation and maintenance, and shipboard maintenance planning, to name just a few. As a direct result of his delegation, the departmental cadre have increased their performance significantly, as well as the performance of their subordinates. They are continually learning how important leadership is to the success of their individual departments in accomplishing the unit's goals. Due to LTJG Matthies' leadership, each supervisor has immersed more of themselves into the leadership role within their respective departments. They are more involved with providing feedback in the form of mid period performance reviews, page seven entries, and general counseling. They are also learning to bring their respective departmental personnel together to communicate ideas and develop objectives of their own.

5. ***Sense of Community:*** Pinchot states that "If people feel part of the corporate community, if they feel safe and cared for [...], believe that others are living by them, they will generally give good service to the whole" (Hesselbein, Goldsmith, Beckhard 27). His efforts to promote empowerment coupled with his constant, personal efforts to maintain open lines of communication between the departments have fostered a continually strengthening community. He has managed to achieve true corporate "buy in" among the departmental cadre. To illustrate, let us focus on how he develops the concept of operations for each patrol. During the initial patrol-planning phase, LTJG Matthies encourages strong input from each of the departments. He encourages the departmental cadre to solicit ideas and thoughts from their respective subordinate personnel in order to try to minimize potential roadblocks that may affect operations. During the mid planning phase, LTJG Matthies meets with the departmental cadre to discuss issues and concerns, and to develop the operational concept. He allows each of the departments to voice their concerns and to give their recommendation about how best to proceed. In the final phase, LTJG Matthies, along with the departmental cadre, form a common understanding centered on the vision and objectives for the patrol. The departmental cadre then emerge with one vision and direction to, in turn, lead their respective departments accordingly. One can easily see in this example how LTJG Matthies fosters the community involvement to which Pinchot refers. Each member of the crew has had some sort of input, mostly indirect through the departmental cadre, into how the patrol will be conceptualized. This essential leadership skill leads to a crew that is well informed and cognizant of how the upcoming operation will be executed. In my experience, serving on 4 ships and accumulating 8 years of sea time, it is very difficult to gain acceptance and support for day-to-day operations when leading a crew that is unfamiliar with patrol objectives, vision, and direction. This usually creates unnecessary friction between the unit's command cadre and the people they lead. LTJG Matthies has the full support of his subordinates

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and has created a sense of community.

6. LTJG Matthies has a genuine ability to inspire the people that work for and with him. I have canvassed many of the members of my crew and a few from his previous command (USCGC LEGARE) in order to provide a more complete view of how his leadership affects the people he directly and indirectly supervises. The paragraphs following this section illustrate his inspirational leadership ability and character.

7. **Communication:** Alfred C Decrane, JR., in his article *A Constitutional Model of Leadership*, states, "Leaders must adapt to a specific and ever-changing set of circumstances, the most successful leaders exhibit a common set of behaviors. Those leaders will: [...] communicate constantly – influencing, encouraging, critiquing, and *listening*" (Hesselbein, Goldsmith, and Beckhard 253). LTJG Matthies is an excellent communicator. The following quotes taken from his subordinates both past and present illustrate his skills.

- BMC Schwabe (USCGC LEGARE) states, "How can I possibly put into words and summarize the impact he had on the Deck Department on CGC LEGARE? What I can say is that he brought stability to the department. The previous 2 First LT's we had before him, although competent, lacked the maturity Mr. Matthies exhibited. Where his predecessors failed he succeeded. His ability to communicate, as I'm sure you've already taken notice, is outstanding, especially when it comes to expressing himself and in giving instructions. Few officers or enlisted have his demeanor. No matter how upset he might actually be, or when everyone else is going to GQ for one reason or another, he always keeps a calm and rational attitude - a professional and sincere attitude. That is one of his greatest assets because his demeanor has a calming affect on everyone else around him. My inspiration comes from the fact that he supported me in everything. We discussed everything with each other prior to briefing the command or informing our department. Whenever I would start getting frustrated, I would always remember Mr. Matthies' demeanor and I would follow his lead."
- QM1 Kline (USCGC SANIBEL) states, "During a moderately stressful patrol assignment in New York Harbor on the occasion of the first anniversary of the September 11<sup>th</sup> attacks, I was experiencing some difficulties getting familiar with the handling characteristics of SANIBEL. LTJG Matthies' calm and consistent feedback, as well as his confidence in both his own ability and mine, helped me establish a firm foundation upon which I continue to develop my ship handling skills."
- EM2 Reid (USCGC SANIBEL) states that LTJG Matthies "is quick to listen and slow to talk allowing everyone to have their fair share in a conversation on any given subject matter. This has promoted teamwork on SANIBEL and trust in his leadership. Personally, he has gained my total respect as a person who cares about me."

8. **Servant Leadership:** Another leadership trait that inspires my crew is service. I am talking about a leader who makes it his priority to serve the people who work for him. C. William Pollard, author of the article *The Leader Who Serves*, states, "Servant leaders listen and learn from those they lead. They work at making themselves available. Their door is always open."

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They are out and about talking and listening to people at all levels of the organization. As they listen, they learn" (Hesselbein, Goldsmith, and Beckhard 245). LTJG Matthies serves his people well. It is one of the more common themes that his subordinates have discussed with me. It is one of the strongest reasons he is so well respected and able to get people to accomplish unit goals and objectives.

- FSI Marshall (USCGC SANIBEL) states, "Every time I need to talk to the XO or need some help with something he is always there during work hours and often during non work hours to help."
- QM1 Kline (USCGC SANIBEL) states, "Having to transition from the civilian world, after an eight year hiatus from the military, I faced a unique challenge. LTJG Matthies' ability to instantly recognize and empathize with my situation facilitated what success I have had in my efforts to reacquaint myself with the service. I simply could not have managed to achieve what I have without his wise guidance, abundant patience, and willing assistance. After I completed my relief with the departing Operations Petty Officer, LTJG Matthies went out of his way to create a comfortable, candid conversation with me about what I had experienced. He suspected, before I was even fully aware of it, that the relief had some problems and that I was left feeling a bit uncomfortable. His ability to draw out my honest interpretation of events and his perception of both my personality and that of the departing QM1 saved me a great deal of time and stress. He was able to help me acknowledge the things that did not go well and thus get to "first things first." Left to my own devices that process would probably have taken months vice weeks."
- BMC Schwabe (USCGC LEGARE) states, "SN X (name held out for confidentiality) came to LEGARE from boot camp and had not been with us long before we started getting some phone calls from civilians making accusations that SN X had been involved with vandalizing private property and making threats to people they knew back home. SN X had also been accused of underage drinking. With all these adverse accusations being made by the phone callers (it seemed to be something new every week) and finding out that SN X did have a minor altercation with the Police department back in their hometown prior to enlisting in the Coast Guard, the Command was preparing to discharge this individual. When the Command informed Mr. Matthies of their intentions, Mr. Matthies told them that he wasn't ready to throw in the towel and give up on SN X due to the hard work and positive attitude that SN X exhibited daily. Mr. Matthies spent many days devoted to making phone calls to SN X's hometown to gain the truth. In the end, SN X was fully exonerated."
- BM1 Kraemer (USCGC SANIBEL) states, "XO has spent many long hours helping myself and others from the command take care of career and personal items. He never complained and always was willing to stay well after working hours to solve problems or guide us in appropriate directions to help us with our issues – personal and family. In my eyes, he is a strong leader and someone I know I can go to with future issues or concerns and know he will, at a minimum, lend an ear to listen to."

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9. **Teaching/Coaching:** LTJG Matthies also inspires his subordinates by being their teacher and coach. Sarah E. Melendez, in *An "Outsiders" View of Leadership*, quotes another author, "Communication performs two functions, described by two 'action-prone' words: educate and liberate" (Hesselbein, Goldsmith, and Beckhard 301). LTJG Matthies loves to train and educate his subordinates.

- LTJG Brown (USCGC LEGARE) states, "As my Department Head, Mr. Matthies taught me how to write awards, complete multiple tasking, and qualify as an underway Officer of the Deck (OOD). He taught me about the weapons systems onboard. He gave me great insight into the workings of the ship's small boats and how to effectively use them while at sea in many conditions. Most importantly, he showed me how to be a good liaison between the officer and enlisted communities."
- MKC Verville (USCGC SANIBEL) states, "I am a very new Chief Petty Officer. Mr. Matthies is currently introducing me to several principles of leadership in an effort to enhance my role onboard SANIBEL as the Chief of the Boat (COB). He is teaching me how to write effectively, a task that I am very weak at completing. He provides technical guidance on how to use computer related applications in order to more efficiently manage my department. Specifically, he has helped me use software programs that I have never used prior to his arrival onboard like Microsoft Excel. LTJG Matthies has really made me feel like a part of the team. I feel very important here on SANIBEL. I enjoy the leadership style that he brings to SANIBEL. His attitude is contagious and spills down to the rest of the crew."
- BMC Schwabe (USCGC LEGARE) states, "Many of the deck department personnel had personal issues of indebtedness. Mr. Matthies helped them all get out of debt by taking the time to show them how to manage their money. He also taught many of them how to fill out forms and apply for Coast Guard Mutual Assistance loans."
- QM1 Kline (USCGC SANIBEL) states, "Again demonstrating his ability to understand my problems before I am fully aware of them, LTJG Matthies managed to re-educate me about the fiduciary processes in the Coast Guard. I had been out of the service for approximately eight years and getting back into good fiscal habits was not easy – especially with so many responsibilities to attend to as a new Operations Petty Officer. LTJG Matthies actually accomplished many of my tasks of his own accord and on his own time, realizing I was not cognizant of all my responsibilities. As soon as time allowed, he took me aside and brought me back up to speed without once making me feel inferior or negative about the situation - I know I am fortunate in the extreme to have a manager who is both a compassionate superior as well as an effective teacher."
- BMI Kraemer (USCGC SANIBEL) states, "He is teaching me how to prioritize my daily work items into a workable plan of action and milestones document. In this same manner, he is teaching me how to use and be more proficient with computer applications -



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specifically the use of Microsoft Excel software to manage money, unit training, and the completion of work items.”

- EM2 Reid (USCGC SANIBEL) states, “The XO is a true teacher. I have been able to go to him for any answer or an option to whatever situation I have. If he does not have the answer, he will help me research the answer by showing me how to go about it, where to look, and how to use the resources at my disposal. He has taught me how to be a good Maritime Law Enforcement Boarding Officer and how to complete all of the significant case packages that we have had to submit to our operational commanders. He has taught me how to plan my career in order to move into future billets of more responsibility.”
- LTJG Matthies is very committed to the development and advancement of his subordinate personnel. He strongly encourages every member of the crew to step forward and seek greater responsibility, more challenging assignments, and higher rank. Since his arrival, 2 personnel have been advanced in rate and 2 others await advancement. Four personnel have been accepted to attend a rating “A”-school. GM2 Ruble (USCGC SANIBEL) states, “LTJG Matthies has guided me along and has shown me the proper path to take in order to be advanced to Gunners Mate First Class. He has shown me that I can complete the tasks required for the advancement in rate even though I do not hold the experience factors with weapons systems found on larger cutters. He has taught me how to properly develop and prepare all exercise plans and how to complete post exercise evaluations of the drill and personnel performance in accordance with service directives. These are skills that are required for advancement. He has helped me realize that I can confidently fill the role as a GM1. I have decided to complete the requirements and advance to first class.”

10. **Followership:** LTJG Matthies has not only inspired his subordinates, he has inspired me. I have the greatest job; that of sitting back and watching all of this happen. For a Commanding Officer, it is pleasurable to be able to point out to others how effective and efficient one’s command is. It really is due to the leadership qualities and skills that LTJG Matthies exhibits on a day-to-day basis. Most days I cannot wait to get into work to be a part of the atmosphere he has built. What makes me so proud to be his Commanding Officer is his ability to follow my lead and grow right along side me. The Coast Guard defines Followership as, “Seeking and accepting the command, guidance, or leadership of another”. Douglas K Smith, in his article *The Following Part of Leading*, states, “Leaders who know when and how to follow build deep common understanding, not consensus, around the purpose, goals, and approach at hand” (Hesselbein, Goldsmith, and Beckhard 2006). Because he and I communicate so well together, he is able to use my experience and the task guidance I provide to move the command in a common direction. We achieve the goals we have set together in order to maximize the missions and objectives set by our organization and/or operational commanders. This is in fact how the Coast Guard defines Leadership – “YOU influencing OTHERS to achieve GOALS”. A fine example of this is illustrated with unit training. Our unit is required to complete over 160 drill and exercise requirements annually. This is a Herculean task heaped on top of many others. We communicate frequently on this topic alone. He constantly listens and takes into account my experience and knowledge in completing these types of tasks. Together, we develop a vision and direction in

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which the command needs to move in order to accomplish this task. He then takes this information and meets with his departmental cadre to solidify the goals, objectives, and approach. This has ensured that a common understanding across unit functional boundaries has been achieved. To date, the training that has been completed for FY03 is right on track with over 88% of the drills required (up to this point) completed. Our initial vision was to complete 85% of it due to the operational requirements imposed on this unit post 9/11.

11. **Leadership Growth:** In Marshal Goldsmith's article *Ask, Learn, Follow Up, and Grow*, he states, "The leader of the future will have to change and grow on the job. Leaders who reach out, ask for input, learn, respond in a positive manner, involve key stakeholders, and follow up will almost invariably be seen as becoming more effective and as growing over time" (Hesselbein, Goldsmith, and Beckhard 235). LTJG Matthies has been right with me as we enhance our leadership skills together. We are constantly learning from one another. We frequently talk about leadership topics and how we intend to employ those to help us continue to motivate our crew and move them forward. One of the initiatives he has helped me to bring online was a dedicated command leadership-training program for our E5 and up rated petty officers. The program is structured after the Coast Guard's Unit Leadership Program. His growth has been phenomenal since he reported to SANIBEL. He showed up onboard very confident and competent with a good leadership principle knowledge base. Since that time, because he is such an excellent follower and has allowed me to show him how to use these principles, he has grown and has emerged as a very respectable leader with a very prominent style. Everything that I have stressed in this letter thus far is an illustration and a testimonial to what he has learned and what he exhibits. He has grown so much that I am almost a completely hands off manager - this is a trait that commanding officers cherish.

12. **Morale:** How can one measure the positive impact of leadership? My answer is very simple. To get a good snapshot of what positive leadership can do for a military unit you need to look no further than the morale of the people at that unit. The Coast Guard, like any other military organization, is highly task oriented which means that there is always something going on or some form of mission requirement to meet and exceed. We run our unit as fast as operational tempo dictates. Since 9/11, our operational tempo has been extremely high. This has had a tremendous physical and mental impact on our people and their families. The leadership that LTJG Matthies has provided my crew has been the **primary reason** that morale at my unit is high. Many times I have been told that my crew seems very happy and is always upbeat. To illustrate, we have had several shipboard gatherings that included our families. We came together to strengthen our status as shipmates, to welcome their arrival and honor their departures, and to celebrate holiday events. LTJG Matthies has brought a very fun and positive attitude to SANIBEL. Morale was never this high with my last departmental cadre team in place. Crewmembers rarely wanted to be together outside of the workplace. Motivation was hard to achieve. Above all else, I was not having any fun. This has all changed with the arrival of LTJG Matthies.

- MKC Verville (USCGC SANIBEL) states, "Mr. Matthies has brought a "fire" to morale onboard SANIBEL. I see a 1000% difference in the attitude of all crewmembers onboard. I

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know the XO is the driving force behind this! He makes SANIBEL a fun place to work. You can see his humor in the Plan of the Day, in his continuous interaction with the crew, and in his positive attitude. He has brought back a time honored tradition of recognizing our shipmates for the hard work they do each day by reorganizing and implementing the Coast Guardsman of the Quarter program."

- BMC Schwabe (USCGC LEGARE) stated that, "All but a couple of individuals that Mr. Matthies has shown patience towards and support for have gone on to become petty officers. Those that have remained on LEGARE continued to do an outstanding job".
- QM1 Kline (USCGC SANIBEL) states, "The unit's morale has jumped significantly due to his infectious positive attitude and consistent consideration for the well-being of all hands. The unit's ability to meet its many missions has, in my opinion, improved overall especially due to his daily attention to the many details involved in the operation of the ship."

13. **Professional Competence:** The leadership that LTJG Matthies has provided has resulted in goal and mission accomplishment. The following are a few more examples:

- Nearing the end of FY 2002, LTJG Matthies guided his departmental cadre to conduct in-depth research and budget analysis in an effort to obtain valuable fallout funding to acquire much needed items to increase SANIBEL's readiness. They succeeded in obtaining over \$8,000.00 from our administrative command. We were able to fully outfit our crew with the required personal protective equipment for the winter months as well as complete many small but vital engineering system upgrades.
- In October, LTJG Matthies led a four man boarding party onto the fishing vessel NELO II that was under suspicion for illegally fishing lobster in the Exclusive Economic Zone (EEZ) without a valid federal permit. Exemplifying the professionalism embedded by LTJG Matthies' leadership, the boarding team thoroughly reviewed all official paperwork, assessed the situation, confirmed and documented the violation. The team convinced the master of the vessel to abandon the illegal catch of 292 live lobsters back to the sea and return to port under escort by SANIBEL. In the follow up investigation conducted by the National Marine Fisheries Service (NMFS) it was revealed that potentially 9 more charges were to be brought against the vessel. SANIBEL received an accolade commending the performance of the team from our district commander.

14. **Conclusion:** Leadership is not about personal accomplishment. Although, we usually group personal accomplishment with leadership. Once again, Coast Guard leadership is defined as YOU influencing OTHERS to achieve GOALS. LTJG Matthies clearly exemplifies our services leadership definition. Again, he has shown me rare talent that I have not seen in most of the individuals that make up his grade. I would like to share with you a quote written by the commanding officer of CGC LEGARE taken from LTJG Matthies' August 2002 performance evaluation. "Displays a strong work ethic, genuine concern for his shipmates, excellent mentoring skills, and natural ability as a trainer. He was pivotal in the qualifications and